

Appendix I

Client Relationship Model

Origin

Facing the challenges of staff retirements and leadership transitions, DIT has continued to run without major interruption. However, based upon the feedback of clients, directors, managers, and employees, the Client Relationship Model was instituted to address the confusion created by DIT's former organizational structure. The primary goals were to rebuild client trust, take care of agency IT employees, fix operational issues, build a strong IT team, empower DIT employees, and deliver value.

The Results

The Client Relationship Model provides a single point of contact for client concerns, facilitating communication between DIT and its clients. It has also helped DIT break "silos," fostering trust and simplified interactions between infrastructure services and agency services. Finally, in creating the Client Relationship Model, processes were defined and refined as necessary to ensure efficient, valuable service delivery.

The Model

The Client Relationship Model standardizes and streamlines the flow of information (requests for new services or projects, client feedback, inquiries, etc.) from the various agencies into DIT. It spans all functions of the various service groups within DIT so that when requests come in from the agencies DIT is able to respond with a holistic approach to the request. Figure 1 illustrates the structure of the Client Relationship Model.

The Service Delivery Teams were created to support the work of each DIT Information Officer (IO) in responding to the needs of the agencies. The Service Delivery Teams are at the operational level of DIT's governing model. The members of each team represent all the organizational departments within DIT. This team is designed to work together in resolving operational issues, keeping decision making at the appropriate level to satisfy the needs of the customer, increasing cross organizational communications and creating a forum for more effective and accurate project planning. Team members are described below.

DIT Client Relationship Model

Service Support Structure

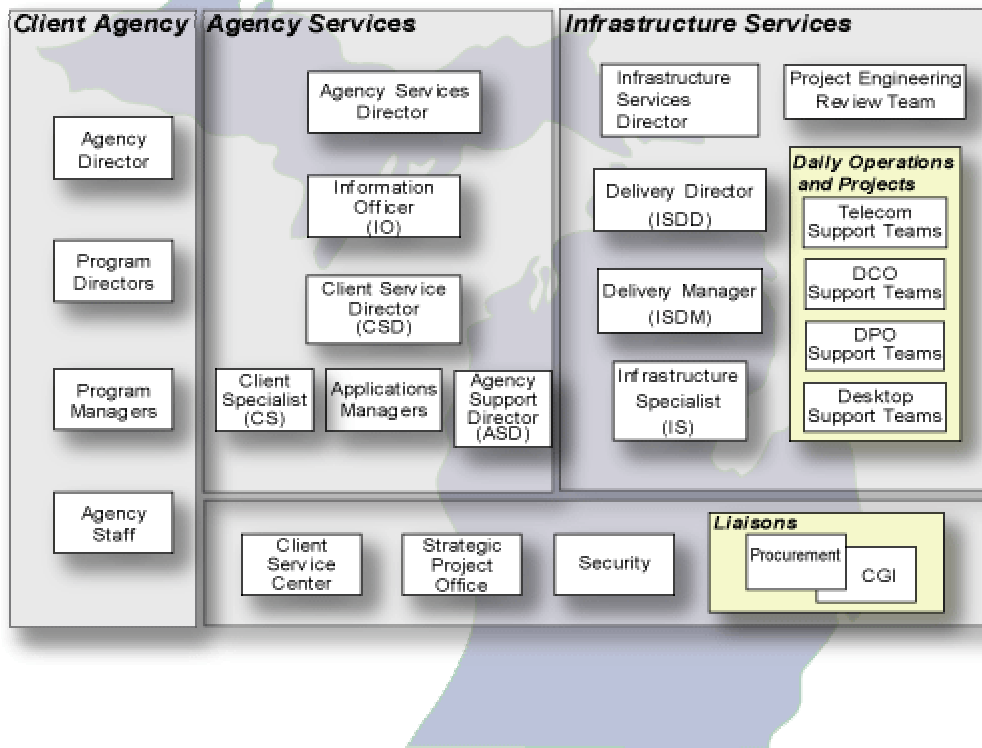


Figure 1: DIT Client Relationship Model

Information Officer (IO): Accountable to the Deputy Director of DIT Agency Services and to the executive management of the named agency clients, DIT's primary interface for proactive relationship management with the agency client is responsible for developing and maintaining a mutually valued relationship between the agency client and DIT. The IO is responsible for understanding the clients' business needs as well as DIT services and will help the agency develop optimal IT solutions. Additionally, the IO's facilitate technology information exchange throughout the state by peer collaboration.

Client Service Director (CSD): Accountable to the IO, the CSD is the agency clients' primary point of contact for DIT services delivery. The CSD is responsible for ensuring the delivery and support of DIT services according to the clients' service level agreement (SLA). The CSD works with agency program managers to understand, communicate, and address tactical requirements and priorities and will escalate program manager issues as necessary.

Client Specialist (CS): The CS is responsible for taking tactical direction from Client Services Director, Application Managers, and Agency Support Director to prioritize (triage) and troubleshoot escalated IT issues related to leveraged services. The CS also interfaces with DIT Infrastructure Services and Security on behalf of agency client to resolve escalated operational, enterprise application, infrastructure support, and contract or procurement issues. Additionally, the CS will coordinate with the Office of Strategic Policy to ensure that projects align with the DIT Strategic Plan.

Applications Manager (AM): The AM is responsible for development and support of client-specific applications in compliance with standards and technical architecture. The AM is also responsible for the development, scope, and costing of major IT projects, playing an intermediary role to help IT staff understand business needs. Additionally, the AM will interact with liaisons on applications projects and work with the Office of Strategic Policy to report the status of projects.

Agency Support Director (ASD): The ASD directs, oversees and manages shared services including database administration, web development, testing, and quality assurance. The ASD is also responsible for ensuring the delivery and support of all Agency Support leveraged services in accordance with the client's SLA. The ASD also helps to leverage DIT services by analyzing reports and metrics, looking for common themes across each agency and making recommendations on solutions or improvements to Agency Support leveraged services.

Infrastructure Services Delivery Director (ISDD): The ISDD is the primary interface for proactive relationship management with the DIT Information Officers on Infrastructure Projects that impact agencies, continuously monitoring and mediating infrastructure leveraged services to meet agency business requirements. The ISDD also works with the Client Service Directors to resolve any resource conflicts that have been escalated from the Infrastructure Services Delivery Manager and resolves issues that have been escalated from the Client Service Directors. ISDD is also responsible for communicating leveraged service opportunities to the IO's.

Infrastructure Services Delivery Manager (ISDM): The ISDM manages and directs all infrastructure specialists and provides early notice to Infrastructure Services of any resource issues.

Infrastructure Specialist (IS): The IS is responsible for ensuring the delivery and support of all infrastructure related services in accordance with the client's SLA and facilitates quick resolution of reported problems within Infrastructure Services.

DIT Client Relationship Model

Service Support Structure

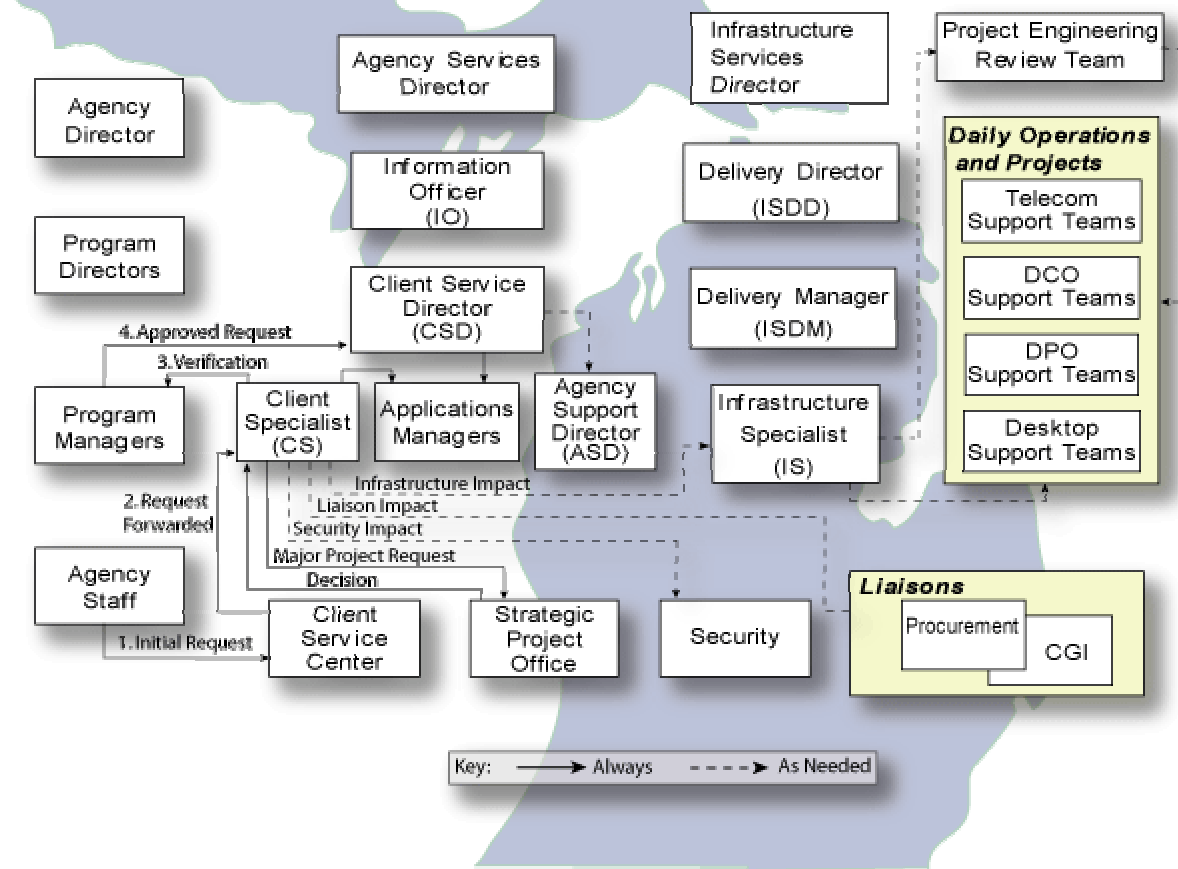


Figure 2: Client Relationship Model Coordination

Client Relationship Model Coordination

Agency staff may request new applications to fit their needs using the following process, depicted in figure 2:

1. Agency staff passes the initial request to the client service center, which also handles normal service requests.
2. The client service center forwards the request to the client specialist.
3. The client specialist works with the program manager to develop an application request. The client specialist is responsible for coordinating with appropriate personnel to determine infrastructure impact, liaison impact (procurement and CGI), and security impact. The client specialist also makes a major project request of the strategic project office, which evaluates the proposed project's impact on MDIT's strategic initiative portfolio. Once the client specialist has received approval, the proposal is forwarded to the program manager.
4. The program manager makes an official program request of the Client Service Director.

This process allows for front line personnel, with their intimate knowledge of their work processes, to initiate IT change to improve service delivery and efficiency. This process simultaneously considers systemic implications so that programs are launched in the most efficient, effective manner, ensuring a leveraged project portfolio.